

Upward Mobility Plan

Policy

It is the policy of the Air Resources Board (ARB) to provide employees with the appropriate “tools” to facilitate upward mobility. This upward mobility plan will provide employees with information on how to develop their qualifications in order to be competitive in achieving their individual career goals. The career ladders, which include bridging classifications, are shown on pages six through eight.

Legal Requirements

Government Code Section 19401 requires each State department to have an effective upward mobility program and defined criteria to facilitate upward mobility activities.

What is Upward Mobility?

“Upward Mobility” means the planned development and advancement of employees from positions in low-paying occupations to entry technical, professional, and administrative positions in State departments.

Employees in “low-paying occupations” are identified in the State Personnel Board’s Regulation 547.82 as classifications in the following groups:

Horticulture
Office and Allied
Custodian and Domestic Services
Mechanical and Construction Trades
Career Development and Bridging Classifications (i.e., Management Services Technician, Air Resources Technician I & II, Personnel Technician I)

Upward Mobility vs. Career Development

Upward Mobility is a specific, legally defined program, covering State employees in low-paying occupations.

Career Development is a broader, more general term covering all State employees involving the improvement of qualifications for advancement in the same occupational field or a different field.

Who is Responsible for Upward Mobility?

Upward mobility is the joint responsibility of the employee and the department. Employees must be motivated to seek out opportunities, prepare formal career development plans, and be willing to work hard to develop their knowledge, skills, and

abilities to become competitive for appointment to entry technical, professional, and administrative jobs. There are no promotional guarantees for employees participating in the upward mobility program. All employees are entitled to have a fair and equal opportunity to be considered for advancement.

The [Equal Employment Opportunity \(EEO\) Officer, Career Counselors, and/or Human Resources Staff](#) can provide the employee with options that are available to them. The [Training Plan and Guide](#) also provides useful information.

Tools to Facilitate Upward Mobility:

1. ***Complete an Individual Development Plan (IDP):*** An IDP is an action plan developed by an employee cooperating with their supervisor, which leads to increased use of talents and skills resulting in greater career satisfaction. The supervisor can help an employee determine specific career goals and identify strategies to reach those goals. Supervisors should systematically encourage employees to identify and develop their skills and prepare action plans, thus becoming a more valuable asset to ARB. This plan, an IDP, [STD 637](#) may relate to the employee's current assignment or to long-range career goals. An IDP should be submitted to the employee's supervisor in order for an employee to attend career related training.
2. ***Attend Training Courses:*** Additional training and education may be needed in order to advance in your career. Appropriate training courses can be identified in the [Training Plan and Guide](#) or by contacting ARB's [Training Office](#) or local colleges and universities. Special attention should be given to internal technical seminars that are designed to inform employees about various program areas. To attend a seminar, technical training, or college classes, an employee must have their supervisor's approval and complete a Training Request form, [ASD-27](#). Once the training request has been approved by the supervisor, the employee will send the training request to ARB's Training Office and keep a copy for their records.
3. ***Participate in Promotional Examinations:*** Generally, a promotion is movement to a higher classification within the same class series and often requires participation in an examination. A listing of current examinations, final filing dates, and current job openings are posted to the [Examinations and Job Vacancies](#) area on the ARBInside. Employees may also sign up on a [list serve](#) to be notified of upcoming ARB examinations.

Most of ARB's examinations include an oral interview called a Qualifications Appraisal Panel (QAP). Some may include a written examination prior to the QAP. The areas in which questions will be developed for both the oral and written portions are listed on the examination bulletin under "Scope of the Exam."

4. ***Transfer of Employment List Eligibility:*** Under some circumstances, it is allowable for employees to transfer their ARB promotional list eligibility to another department's list. It is also allowable for new ARB employees to transfer their list eligibility from a former department to an ARB list. Employees who laterally transfer to another department at their current level and want to promote within the new department typically use this option. This eliminates the need to re-test in the new department. For information regarding specific guidelines and criteria, please contact your [Human Resources Analyst](#).
5. ***Look into the Possibility of Lateral Transfer:*** A lateral transfer is a permissive situation that allows an employee to either move to a new position in the same classification or move from one classification to another classification at the same or equivalent salary level. Lateral transfer to a different classification can occur when the duties and responsibilities of the two classifications are comparable and the maximum salary rates differ by less than 10 percent. Lateral transfers can be made within ARB or to a different department. In most cases, the employee is not required to meet the minimum qualifications for a class however; they must possess all required licenses or certifications. ARB has the discretion to set departmental policy to impose a transfer restriction as long as the restriction ties back to the minimum qualifications of the classification the employee is transferring to. Therefore, ARB can require an employee to meet certain requirements prior to transferring to the classification, such as meeting the minimum educational requirements, passing a written test, etc.

All transfers must be based on a permanent appointment, either probationary or permanent status, typically the employee's highest permanent list appointment. A limited-term or temporary appointment cannot be used for transfer purposes. In order to determine which classifications you can laterally transfer to, go to the [State Personnel Board's website](#). The transfer calculator will automatically calculate your transferability for you and provide a list of classifications for which you may qualify to transfer to. There are many factors that may affect an employee's transfer options requiring an individual assessment before the employee makes the decision on which path to follow. For more information and assistance on lateral transfers, please contact your [Human Resources Analyst](#).

6. ***Seek Training and Development (T&D) Assignments:*** T&D assignments are temporary assignments of up to two years for the purpose of training to broaden an employee's skills and abilities and to prepare for a career in a different occupational field, or to improve advancement potential. T&D assignments are formal agreements between the employee, the current supervisor, the new supervisor, and human resources.

The primary considerations in making T&D assignments should be that (a) the participant must be a permanent State employee, (b) the training assignment is consistent with the career development plans of the employee and provides for significant developmental experience, and (c) the T&D assignment is consistent

with personnel management practices. State Personnel Board (SPB) policy states that the T&D class be at substantially the same salary range (less than 10% at the maximum of the ranges) to which the employee could voluntarily transfer at the conclusion of the T&D.

When there is no classification within substantially the same salary range that would provide an appropriate training experience, assignments are permitted to higher salaried classifications. When the T&D class is compensated more than 15 percent over the employee's current classification, the intent of the T&D assignment is to prepare the employee for a permanent move to the T&D classification or to a closely related classification, and the employee will meet minimum qualifications for the higher salaried classification by the conclusion of the T&D assignment. The T&D classification cannot be in the same classification series as the employee's current classification. An employee appointed to a T&D assignment has mandatory return rights to his/her former position.

The manager who desires to hire an individual on a T&D assignment must have a vacant position and be willing to allocate the extra time for training. When considering a T&D assignment, an employee should be certain that the assignment is consistent with their career development plan and will lead them in the direction they wish to pursue.

For more information about T&Ds, please contact your [Human Resources Analyst](#).

7. ***Investigate Bridging Classifications:*** Bridging classifications are developmental classifications at mid salary levels designed to facilitate upward mobility. A bridging classification is typically used for clerical or technical level employees to "bridge" to professional classifications. Bridging classifications are developed by identifying an entry-level professional classification, restructuring the position to include only the most basic functions suitable for a training position, and then reclassifying it to a lower level class. For example, an Air Pollution Specialist position can be reclassified to an Air Resources Technician position. This position can then be filled with an upward mobility candidate who will be required to develop a training plan with the supervisor that will prepare them for the Air Pollution Specialist level. When the upward mobility candidate in the Air Resources Technician position successfully competes in the Air Pollution Specialist examination, the position may be restructured and reclassified to an Air Pollution Specialist position and the person may be promoted. Air Resources Technician and Management Services Technician classifications are the only two bridging classifications currently used by ARB. It should be noted that in addition to experience, there may also be specific education requirements that must be completed prior to appointment at the higher level.

Sometimes a manager will identify this opportunity and recruit for the bridging classification; however, it is the responsibility of an individual to approach a

manager and indicate their interest in such an opportunity. The best way to obtain information about a bridging classification opportunity is to talk to individual employees and managers who have successfully used them.

8. ***Explore Job-Sharing Options:*** If an employee is not interested in working full-time, perhaps they can explore the option of job sharing. If the duties of a position can be divided in such a way that more than one person can perform them on a less than full-time basis, the position may be considered for job sharing. Job sharing is another innovative tool that can be used by employees to pursue educational opportunities while maintaining a partial income and benefits.

Other Helpful Hints

Perform your job satisfactorily. Nothing speaks better about your future potential than a solid “track record.”

Identify your job performances such as whether you wish to work indoors or outdoors; whether you enjoy working alone or with people; and whether you prefer a job that requires travel.

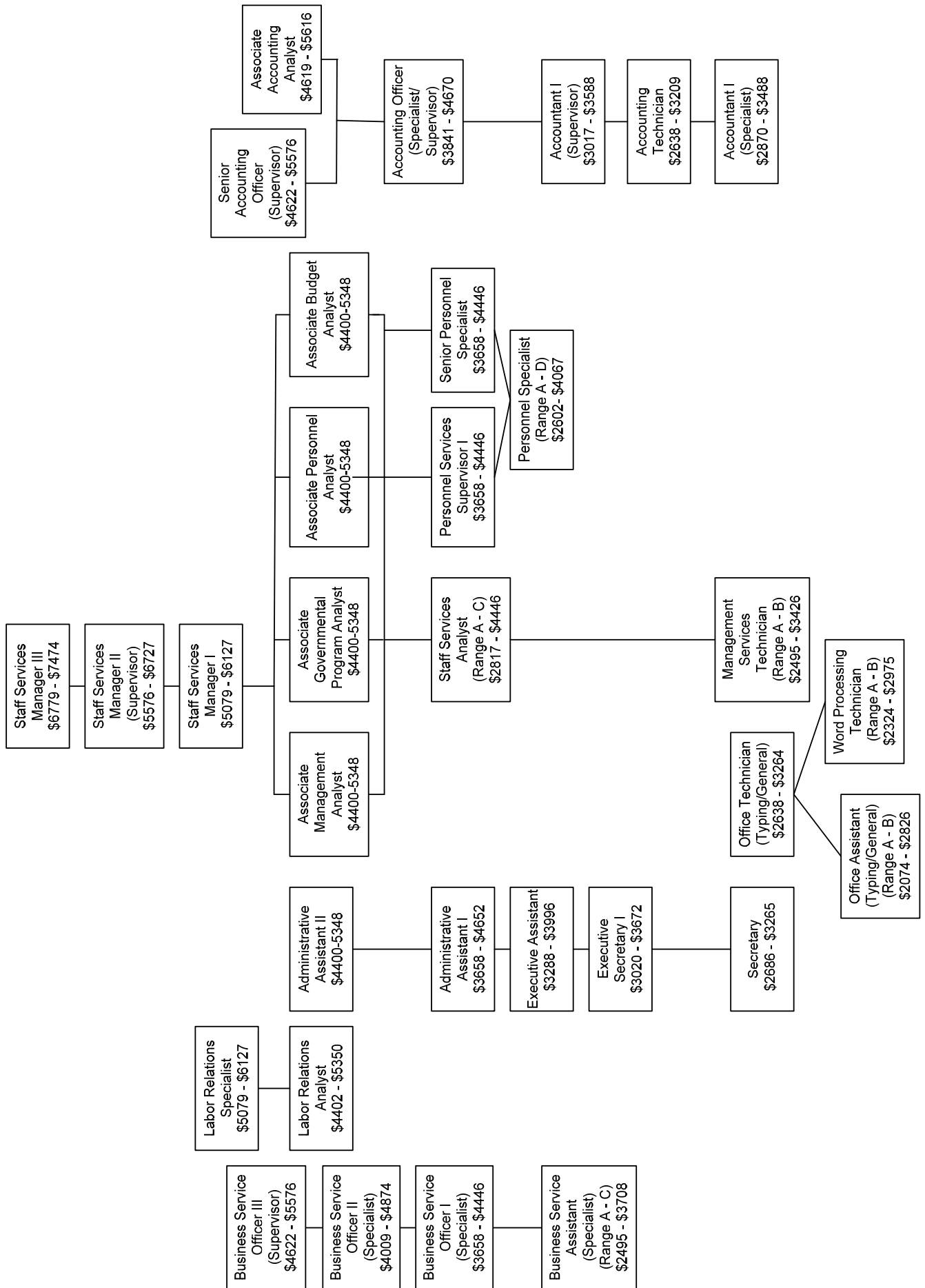
Keep informed about job opportunities within ARB. Identify program areas that interest you and discuss your interest with the program managers. You are not required to wait for an opening. Let managers know why you would like to be considered for upward mobility and why you would be an asset to their particular operation. When you contact a manager, be considerate of their time constraints. Call to set up an appointment at a time convenient for both of you.

It is appropriate for an employee who is not selected for a position to contact the hiring manager and inquire why they were not selected and how they can prepare to be more competitive in the future.

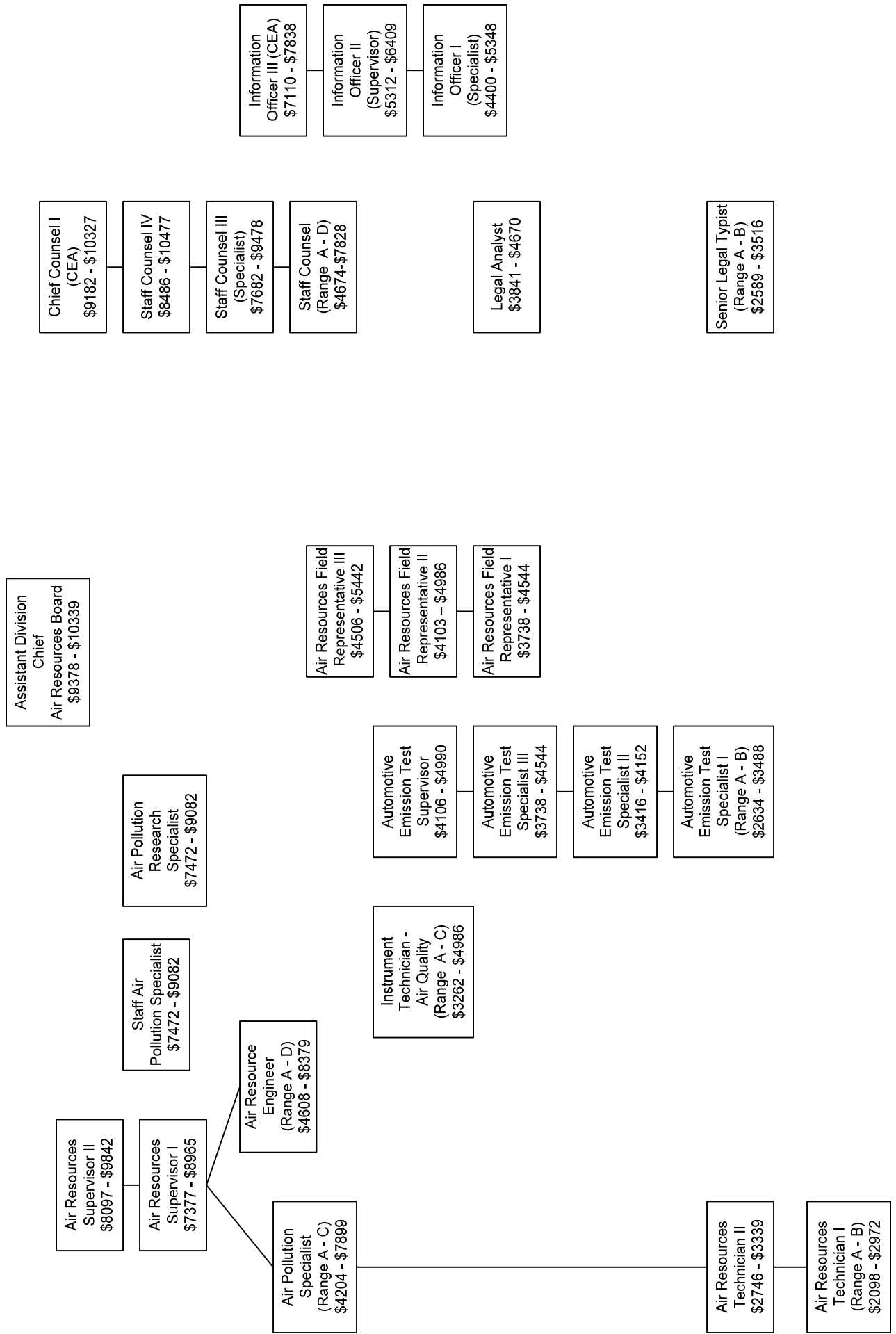
Questions should be directed to the EEO Officer, Career Counselors and/or Human Resources Staff, located in the [Directory of Administrative Services](#).

Upward Mobility is a good investment that takes time, so don't get discouraged.

ARB Boardwide Career Ladders – Upward Mobility Plan



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